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SUBJECT:	(Optional)	Plannin	ng Progr	am for F	FY 1985
FROM:	DA Planning Officer 7D18 HQ			EXTENSION	NO. DATE
TO: (Office building)	er designation, room number, and	D	ATE	OFFICER'S	COMMENTS (Number each comment to show from
		RECEIVED	FORWARDED	INITIALS	to whom. Draw a line across column after each com
1.	EXO/DDA	9	VOV 1984	good	OP's FY 85 goals and objective are attached. The entire Planning Program looks very
2.	ADDA	13	NOV 1984	2	energetic and reflects the office's continued commitment excellence.
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FORM 610 USE PREVIOUS EDITIONS

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1 3 NOV 1984

MEMORANDUM FOR: Director of Personnel

FROM:

Harry E. Fitzwater

Deputy Director for Administration

SUBJECT:

Planning Program for FY 1985

REFERENCE:

Office of Personnel Five-Year Plan

I have reviewed and approved your FY 1985 Planning Program. I think the overall plan is excellent. I look forward to meeting with you and your people quarterly to review the progress of your important programs and to discuss any problem areas.

STAT

Harry E. Fitzwater

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Office of Personnel Five Year Plan (FY 1985 Revision)

SUMMARY

1. The Agency has experienced an overall low attrition rate in comparison to other government agencies; however, in certain occupational categories or sub-career groups attrition rates may be higher than the Agency average. Managers should be prepared for increases in personnel turnover in these areas. The Agency will continue to be affected by the worsening comparability of Federal pay and benefits compared to the private sector. The prospect of foreign service is no longer as attractive to applicants as it once was. The greater prevalence of two-income families is affecting the selection of an employer and the ability to accept assignments that require a change of location. Increasing portability of retirement and health benefits may "unlock" employees who are now committed to Agency or Federal careers to assure their benefits. The growth of Agency programs is creating an increasing requirement for employees with engineering/technical/ADP skills who function as specialists in an environment that still tends to encourage "generalists" and who have alternative employment opportunities.

BACKGROUND

- 2. The workload of the Office of Personnel is primarily affected by change in the size of the total employee population that is served and by changes in the annual level of EODs that is required for replacement and strength augmentation. About three-fourths of the Office relates to the first factor and about one-fourth to the second.
- 3. The Federal career is perceived as being less attractive than it has been in the past. Federal reductions have weakened the perception of job security. Pay compression and pay lids seem a way of life. The costs of benefits to the employee have risen and the value of benefits has been reduced. Uncertainties abound as to what retirement benefits the employee can expect when finally ready to retire.
- 4. The trend in Federal employee benefits is continually reducing the "locked in" factor for Agency employees. Historically, retirement plans and health benefits have not been portable and this has facilitated the retention of the employee with five years or more service. The extension of Medicare, Social Security, and Individual Retirement Plans to Federal employees will increase the portability of key benefits and make it less of a sacrifice to resign to enter the private sector.

ADMINISTRATIVE INTERNAL USE ONLY

5. The increasing devaluation of the U.S. dollar and a spreading adverse, or even militant, attitude toward Americans will make it more difficult to recruit for work overseas and to assign these employees already on duty.

- 6. The growing prevalence of the two-income family will affect employee assignment and even retention. The Agency already is seeing the impact on overseas and domestic assignments. The retention of employees can be affected by the reassignment of an "outside" spouse. Circumstances leading to the resignation of an Agency employee may also lead to the resignation of a spouse who works for the Agency. (Double separations have been a recent phenomenon.)
- 7. The growth of dual Agency careers for Agency employees and their spouses will present the Agency with increasing problems involving dual assignments overseas, separated tours, or the preservation of the dormant career of an accompanying spouse. In addition, the increased numbers of qualified women in skilled Agency positions increases the likelihood of both spouses having careers in the Agency.
- 8. Changing societal values will result in more changes in the values of recently hired employees when compared to employees hired in past years. Employees are more likely to question the desirability of assignments than they were in past years. These questions involve not only career issues but domestic circumstances. Family satisfaction with facilities and services is now a much bigger issue in assignments involving relocations. As a result of these changes, the Agency will be increasingly faced with meeting employee demands for career satisfaction as well as family support in accomplishing employee reassignments.
- 9. Technical-scientific skills will figure prominently in Agency recruitment. Unfortunately, specialists will continue to have difficulty competing with generalists for assignments and promotions. This affects retention and consequently the outside perception of the Agency as a good place to work. In view of the growing need for specialized skills in all job markets, outside competition can be expected to be intense.
- 10. The continual easing of ethical and moral standards in our society will require the Agency to spend relatively more resources to find qualified applicants who meet our security and medical standards.
- 11. Promotion rates can be expected to drop. A slowdown in the Agency's buildup, the new Federal emphasis on discouraging early retirement, a discouraging environment for second careers, and growing pressure to permit workers to work as long as they are capable will all have the effect of raising the average retirement age for Agency employees. This in turn, by reducing retirements, will reduce the promotion rate. Disappointed employees may seek alternative employment. It is thus quite possible that retirement rates may stay low while resignation rates rise.

12. It will be necessary to ugrade or replace the PERSIGN and related data base systems and to enlarge the field of data elements recorded on-line and in electronic storage. Data support to components has burgeoned and will continue to increase. Additional analytic methodologies will be required by management to monitor hiring and promotion practices. Some R&D funding for the development of such methodologies will be required. The current drive to provide decentralized access (read-only) to the central data base will have future budgetary implications and will affect the skills required of personnel officers.

ACTIONS

- 13. In keeping with the DCI's statement on Affirmative Action, continue to acquire and retain a high-quality, representative (minority, women) work force.
- 14. Develop personnel management systems which reflect the current trend toward a greater degree of mobility in and out of the Agency and recognize the need for both career and short-term employees to meet personnel staffing levels.
- 15. Continue to review and upgrade the Agency's benefits package and keep employees informed of their available benefits.
- 16. Keep Agency compensation competitive, including the upper grades and special pay categories.
 - 17. Develop an improved performance awards system.
- 18. Develop a special corps of cross-trained managers who can manage Agency specialists in production, collection, and administration, or functional specialists (such as personnel managers cross-trained in personnel administration, data base management, planning, and quantitative analysis).
- 19. Continue the emphasis on "Excellence" and our actions to recapture and preserve the Agency's very special environment that stresses teamwork, accomplishment, worth, and organizational vitality. It demands much and receives much from employees in return for an employer that is aware of the unique problems faced by its employees, makes an extra effort on their behalf, and enhances job satisfactions.
 - 20. Develop and apply productivity measures where relevant.
- 21. Create incentives for managers to focus on and improve productivity. The system now tends to work against the manager who does more with less. If the unit is smaller, it may work against the grade allocated for the manager's position. Conversely, the manager who is expanding the unit may receive a higher grade allocation.

- 22. Continue the development of the program to respond to a crisis or a change of policy which dictates a rapid buildup (surge capability) in some function whether it be employment, operations, etc. The reserve program should be fostered, while pursuing other options such as tracking the current occupations of our retirees, using retirees on a part-time basis, and job-sharing.
- 23. Continue to increase the portion of the OP budget for non-personnel items, such as ADP support, office equipment, applicant travel, advertising, and R&D into new methodologies.
- 24. Increase the employee resources of the central Office of Personnel, in proportion to the manpower increases in the rest of the Agency, as well as increasing the number of personnel officers assigned to the components roughly in proportion to the increase in Agency size. Create an Office of Personnel development complement, in addition to the strength level required for central functions, to accommodate the necessary training of new officers.

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OBJECTIVE AND ACTION PLAN

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FORM 3629 CASOLETE PREVIOUS

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OBJECTIVE AND ACTION PLAN

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OBJECTIVE AND ACTION PLAN

STATUS FY RESOURCE ESTIMATE RESPONSIBLE OFFICER OBJECTIVE NO. PERIOD STAT DOLLARS OP/EBS OCT . DEC OBJECTIVE JAN - MAR APR - JUN Develop a supplemental retirement program for the Agency. C BEHIND PLAN COMPLETION MONTH: SCHEDULED 0; ACTUAL X ACTION PLAN (Milestones) DEC JAN FEB MAR JUN JUL OCT NOV In consultation with OGC and OLL, develop legislative 6. 0language required for final submission to Congress. Present specific retirement package to Congress with 7. timing of submission dependent upon status of Congressional supplemental retirement legislative TO BE DETERMINED initiatives.

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OBJECTIVE AND ACTION PLAN

FY RESOURCE ESTIMATE RESPONSIBLE OFFICER PE 8100 OPTEBS OBJECTIVE NO DOLLARS STAT OP/85-12 0 C T . DE C JAN - MAR Develop an applicant benefits package to send to applicants prior to Fold to explain benefits program and develop an EOD benefits package APR . JUN JUL - 3EP with expanded information. COMPLETION MONTH: SCHEDULED O. ACTUAL ACTION PLAN (Milestones) אנונ DEC JAN FEB NOV OC T Determine ingredients for inclusion in both the 0 applicant and EOD benefits packages. Have independent contractor develop a draft design 0 of package. Obtain D/Pers approval to hire consultant to () prepare professional design layout. 0 Receive final proofs from consultant. () Print package. () Begin distribution to applicants.

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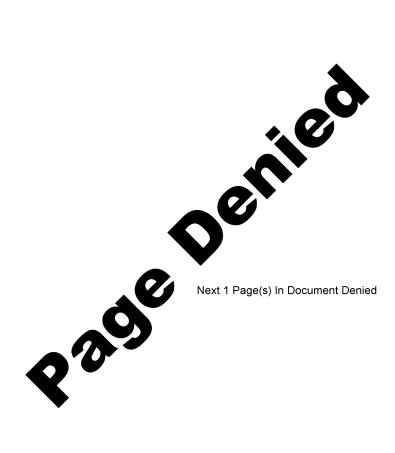
OBJECTIVE AND ACTION PLAN

RESPONSIBLE OFFICER SOURCE ESTIMATE UFFICE OBJECTIVE NO. PE RIOD DOLLARS OP/85-11 LOP/LBS OCT . DEC OBJECTIVE AUL - AGA Improve the flexibility of the Agency's employee benefits program. PLETION MONTH: SCHEDIRED O, ACTUA JAN FEB MAR APR MAY JUN COMPLETION MONTH: ACTION PLAN (Milestones) IUN DEC Determine the nature of employee benefit changes l. () desired. 0 Seek OCC opinion on nature of our flexibility. Obtain from external consultants proposals on how they would approach such a study. () Based on input from OGC and external consultants, decide on possibility of implementing new programs.

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 Analyze and develop alternative processing procedures and deadlines. 		0										
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° Conduct quarterly review of progress toward objective.			0			0			0			o
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methods and procedures.													l
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OBJECTIVE AND ACTION PLAN

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AGENDA

OFFICE OF PERSONNEL

FOURTH DDA QUARTERLY REVIEW

STAT		13 November 1985 0930 - 1100 Hours
		FY 1985 ACCOMPLISHMENTS
	0930 - 0945	* Office of Personnel FY 1985 Accomplishments (Mr. Robert Magee, Director of Personnel)
		CENTRAL TRAVEL SERVICES
STAT	0945 - 0955	* New Ticketing Deputy Chief, Central Travel Services)
		POLICY, ANALYSIS AND EVALUATION ACTIVITIES
STAT	0955 - 1015	* Task Force on Security Information Hazards (Mr. Andrew Chief, Special Support Staff)
STAT		* Promotion Headroom Modeling Chief, Analytical Reporting and Modeling Branch)
		EMPLOYMENT ACTIVITIES
STAT	1015 - 1030	* Status of Employment Processing
		* Recruiter Corps Expansion * Radio Advertising * Search Firms
STAT STAT		* Recruiter Training Program Chief, Officer/Technical Division Recruitment Operations Division) Acting Chief,

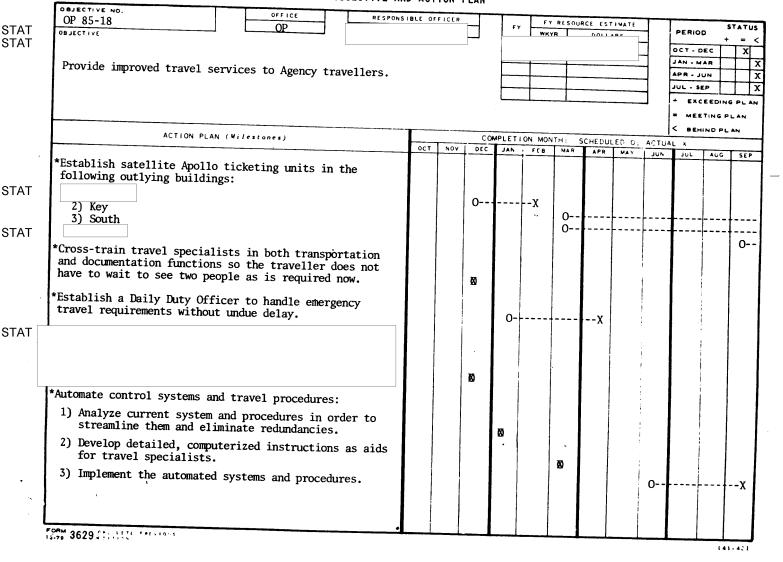
FY 1985 ACCOMPLISHMENTS

* Office of Personnel FY 1985 Accomplishments (Mr. Robert Magee, Director of Personnel)

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CENTRAL TRAVEL SERVICES

	* New Ticketing		
STAT		Deputy Chief,	Central Travel
	Services)		



OP/CTS

MBO NARRATIVE

PERIOD: JUL - SEP 1985

l. Activity this Period:

Wang Alliance equipment was installed in Travel Processing Branch in August and automated systems and procedures were implemented in September. Among the features currently automated are "Travel Processing Guidelines", "PCS Requirements", "World-wide Visa Requirements", "Passports Held by Agency Personnel", "Status of HHG Shipments", "Current Itineraries of Foreign TDY and PCS Travellers", and "Ticket Receipt and Cost Report". Additional applications, including the automation of processing forms, are being made under the guidance of a Wang specialist on temporary detail from OIT.

2. Problems and Shortfalls:

The installation of the ticketing unit ready as scheduled. The units for South and Key buildings were delayed further because of a lack of dedicated power outlets for the ticketing equipment.

3. Status:

STAT

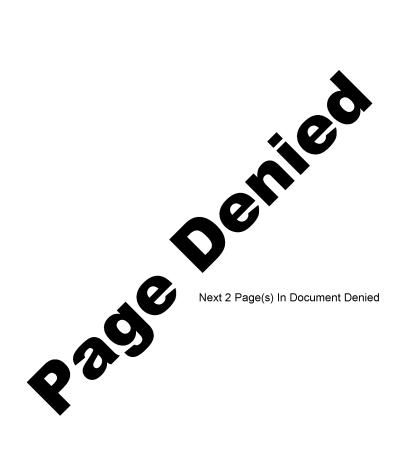
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Factors beyond our control have delayed the expansion of the satellite ticketing network.

4. Plans:

Due to the importance of the project, we will continue the satellite expansion effort as an FY 1986 objective.

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POLICY, ANALYSIS AND EVALUATION ACTIVITIES

* Task Force on Security Information Hazards
Chief, Special Support Staff)

* Promotion Headroom Modeling
STAT
Chief, Analytical Reporting and
Modeling Branch)

OBJECTIVE AND ACTION PLAN

OBJECTIVE NO.		OFFICE RESPONSI		LE OFFICER		FY	FY RESOURCE ESTIMATE			MATE		PERIOD +		STATUS					
FY 1985 - OP/85-8 OP/ARMB						•			WKYR		DOLLARS			L	= <				
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Obevelop a basic promotion simulation tailored to the requirements of a specific Career Service panel.					0 x														
Ouse Career Service panel feedback to modify and improve basic promotion simulation. (CS#1)					оx											i			
		panel. power imp	(CS#2) pacts of	Caree	er	Ох													
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FORM 3629 OBSOLETE PREVIOUS

OBJECTIVE AND ACTION PLAN

OBJECTIVE NO. RESPONSIBLE OFFICER OFFICE FY RESOURCE ESTIMATE STATUS PERIOD FY 1985 - OP/85-8 OP/ARMB DOLLARS Develop and Refine and Effective Promotion Simulation System. OCT - DEC JAN - MAR APR - JUN JUL - SEP EXCEEDING PLA MEETING PLAN COMPLETION MONTH: SCHEDULED 0; ACTUAL X ACTION PLAN (Milestones) JUN JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY °Adapt modified promotion model for application to multiple Career Service panels. ОХ Apply generic promotion model against additional Career Service panels a. Determine the manpower impacts of Career Service panel promotion and hiring policies. 0 X b. Document the policy impact forecasts in textual and graphic form. c. Brief the Career Service panel on the simulation results. *Refine and validate model with Career Service feedback. a. Determine the manpower impacts of Career Service panel promotion and hiring policies. -ox (OCT) Document the policy impact forecasts in textual and graphic form. 0 -ox (OCT) c. Brief the Career Service panel on the simulation results. 0 -0x (NOV) *Develop model briefing and publicity and offer to Career Services as a planning resource. ОХ

FORM 3629 OBSOLETE PREVIOUS

MBO NARRATIVE OP/85-8 (Promotion Simulation System)

1. Activity This Period:

ARMB completed development and testing of four prototype promotion models using OTS as our test bed. These models incorporated promotion polices ranging from the very liberal to the very conservative. The Director and Group Chiefs of OTS were given an oral presentation on the the results of our modeling efforts. This was followed by the delivery of a paper outlining the structure, results and assumptions of the models in greater detail.

2. Problems and Shortfalls:

The increased refinement of the OTS model and personnel staffing shortages have extended the period of time needed to a incorporate user-friendly interface into our present system.

3. Status:

The structure of our modeling efforts with respect to methodology has been completed.

4. Plans for Next Period:

Identification of requirements to facilitate system use by non-technical personnel involving the development of a user-friendly interface for the present system, or as an alternative, the development by MFS of unique models for each career sub-group.

"IN OUR NEW SOCIETY, THE STRATEGIC RESOURCE IS INFORMATION"

JOHN NAISBITT, MEGATRENDS

QUESTIONS MANAGERS ASK

- * HOW MUCH PROMOTION ROOM DO I HAVE?
- * WHAT IS THE GRADE DISTRIBUTION OF MY WORK FORCE? WHAT WILL IT BE?
- * WHAT/POLICY IS BEST?

THREE PROMOTION STRATEGIES

- CONSERVATIVE
- * HISTORICAL
- LIBERAL,

REQUIRED DATA

- * OFFICE STRUCTURE POSITIONS AND GRADES
- * GROWTH TRENDS
- * TIME IN GRADE GUIDELINES
- * AVERAGE GRADE CONTROLS
- UNIQUE FACTORS

HOW IT WORKS

- * RATES FLUCTUATE
- * HIRING DELAY BUILT IN
- * HEADROOM AGGREGATED
- * OFFICE AVERAGE GRADE CALCULATED



EMPLOYMENT ACTIVITIES

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* St	atus of Employment P	Processing	
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		Chief,	Officer/Technical
'	Division and		Acting Chief,
	Recruitment Operati	ons Branch)	,



4. Search Firms

Responses have been received from four of the six search firms to which Requests For Proposal were sent. These responses are being reviewed and a recommendation is being prepared identifying which of the firms have met the criteria for selection.

5. Placement Directors' Manual

The final draft of the college Placement Directors' Manual has been forwarded to Printing and Photography Division and is expected to be ready for distribution in early November 1985.

6. Recruiter Training Program

The inaugural running of the Recruiter Training Program is scheduled to take place on 13-22 November 1985. Eight OP recruiters and an equal number of component representatives will be in attendance.

